

7. MARKETING ONE-STOP SYSTEMS

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7. MARKETING ONE-STOP SYSTEMS

INTRODUCTION

State and local partners face a complex set of challenges as they attempt to market One-Stop systems. For many states and local sites, actively marketing services to customers—both individuals and employers—is a new undertaking. Moreover, the broader customer base of One-Stop systems—which includes employers seeking skilled workers, job seekers with varying levels of education and experience, students preparing for careers, and employed workers interested in opportunities for career advancement or career change—requires somewhat complex and diverse marketing efforts.

The overall objectives of marketing One-Stop systems are to make customers aware of the services available to them through One-Stop systems and convince them of the value of One-Stop services. Specific goals of marketing are to:

- Develop a coordinated statewide marketing approach.
- Market the overall One-Stop approach.
- Market specific One-Stop services to job-seeker customers.
- Market specific One-Stop services to employer customers.

GOAL 1. DEVELOP A COORDINATED STATE-WIDE MARKETING APPROACH

An important challenge in marketing One-Stop services is balancing and coordinating the marketing roles played by state-level and local-level partners and by the different workforce development agencies participating in the One-Stop system.

Common concerns shared by both state and local One-Stop partners include the following:

- Developing a unified identity that can be used by state and local partners to market the One-Stop approach to the public.
- Convincing a broad range of potential employer and job-seeker customers to try One-Stop services.
- Expanding marketing activities gradually to keep pace with the availability of transformed and expanded One-Stop services.

Even though they share these common concerns, however, states and local One-Stop partners also face differing marketing goals and priorities. States often want to develop a statewide One-Stop identity to provide citizens throughout the state with an easy way to recognize One-Stop centers. Local sites, on the other hand, are often concerned with giving recognition to specific participating agencies and organizations in marketing local One-Stop centers and services.

Timing of marketing efforts is another area in which state and local priorities may diverge. States are likely to focus their earliest marketing efforts on developing materials that can later support a large-scale statewide marketing effort, while local areas with operational One-Stop centers often feel a pressing need to provide the public with immediate information about their new One-Stop system. A compromise strategy might be for states to develop early “light marketing” supports for early local One-Stop implementation efforts while delaying more substantial state marketing initiatives until the statewide system is more fully developed.

To avoid mutual frustration and duplication of effort, therefore, state and local One-Stop partners need to carefully coordinate the development of their marketing strategies and materials. To develop a coherent statewide One-Stop marketing initiative while also responding to local marketing concerns, states can use several strategies, including (1) marketing the One-Stop concept to potential agency partners to build a consensus; (2) undertaking state-level marketing activities; and (3) supporting local marketing efforts. Each of these strategies, described below, can be employed alone or in combination.

Strategy 1. Encourage Potential Agency Partners to “Buy In” to the One-Stop Initiative

Building consensus among agency partners and their staff about the One-Stop approach, philosophy, and methods is one of the most important ways that states can support local One-Stop marketing goals. Even where potential partners are in general agreement about the One-Stop vision of customer-driven services, some agencies may not be convinced of the need for an integrated service approach. To gain the support and cooperation of all partners, state agencies can encourage potential partners to “buy in” to the One-Stop vision through a comprehensive “internal” marketing effort.

State staff can use two basic approaches to bring about the needed collaboration: (1) inform partners of the concept and (2) solicit their ideas for “making it work.” States then attempt to sustain their efforts and maintain partners’ commitments by

keeping partners informed of continuing developments as the state and local sites move to embrace a more integrated approach.

Specific methods for encouraging multi-agency collaboration include the following:

- *Focusing on the mutual benefits to different partners of redesigned services.* In many cases, lead agencies have to build consensus about the overall One-Stop vision as well as about specific aspects of One-Stop design.
- *Encouraging ongoing communication and feedback.* State marketing teams can initiate a variety of vehicles for keeping all partners informed about continuing One-Stop developments. These information vehicles include newsletters, periodic faxes, and internal “press releases” to highlight state and federal One-Stop progress.
- *Providing opportunities to discuss approaches to cross-partner collaboration.* State One-Stop lead agencies can initiate discussion of One-Stop concepts and implementation plans. Conferences, retreats, and other off-site events—especially early in the planning process—can be especially effective in building consensus.
- *Hosting conferences to disseminate information and best practices used by first-year sites.* States can help promote peer-to-peer exchanges as well as document lessons learned for the benefit of less experienced One-Stop sites.

Consensus is not always achieved immediately. Even where partners are in general agreement with the One-Stop vision of customer-driven services, some agencies may not be in favor of particular aspects of the One-Stop approach, such as how to divide service delivery responsibilities among agency partners. Lead agencies, therefore, may need to continue to discuss the proposed One-Stop approach with potential partners over an extended period.

After the top policy makers for participating agencies agree to conform to the new design, the internal marketing efforts can then be expanded to include staff at all levels of the participating organizations.

Examples of Encouraging Potential Agency Partners to Buy In to the One-Stop Initiative

Example #1—Providing Opportunities to Discuss Approaches to Cross-Partner Collaboration. To communicate the state's One-Stop vision and answer local partners' concerns, top-level officials from the One-Stop lead agency conducted a two-month-long tour of the state in which they made 42 presentations in 27 communities. In addition, state agency leadership and an interagency "issues team" met quarterly with local-level One-Stop partners to discuss implementation issues related to the integration of One-Stop services. These activities made clear the state's intention to address fully the concerns of all participating One-Stop partner agencies. **State of Minnesota**

Example #2—Marketing the One-Stop Concept to Internal Customers. The state Marketing Team identified a need to market the One-Stop initiative to staff of the state and local agencies that are partners in the One-Stop effort. Toward that end, the state planned (1) a newsletter for staff from state and local partner agencies; (2) marketing products designed to bring in new partner agencies, departments, and programs; and (3) a systematic process for disseminating information on workforce development products and services to all One-Stop partners. **State of Iowa**

Strategy 2. Market the One-Stop Concept at the State Level

Most states begin their marketing efforts by developing a new image and identity for their transformed workforce development system. State workgroups (sometimes with the assistance of external marketing consultants) typically develop a state name, slogan, and logo to help the One-Stop system establish an identity distinct from the previous system of categorical programs. Logos can be used on stationery, brochures, packets of information, menus of services, and software designed by or for the state system.

Examples of names and slogans that states have used for their One-Stop systems include the following:

- “*Connecticut Works: Jobs is our Business.*” All local sites must use “*Connecticut Works*” as a part of their local name, preceded by the name of their community.
- “*Workforce Development Centers.*” All the centers in Indiana are called Workforce Development centers. Staff must use this name when answering phone calls. Local areas may also append their own name.
- “*Where Customers Can Get Their Needs Met*” is Iowa’s slogan.
- “*Workforce Development Centers: Where People and Jobs Connect*” is the slogan used by Wisconsin.

States vary in their requirements for the display of state One-Stop names and logos by local One-Stop centers. Some states require that all local One-Stop centers identify themselves using the state’s standardized logo or name—for example, the “City X” Workforce Development Center, or the “County Y” Career Center. Other states allow local centers to display their own logos and identifiers as long as the state logo is also displayed.

The second step is usually to develop state-level marketing materials that describe the new One-Stop system, its philosophy, and the services available to individual and employer customers. Early state-level marketing materials often include the addresses and telephone numbers for the initial One-Stop centers throughout the state. This general “light marketing” approach provides general information about the new One-Stop system.

The third step is to develop a comprehensive approach to marketing the One-Stop concept, often consisting of large-scale marketing promotions using such tools as newspaper stories, television or radio advertisements, electronic Web pages that describe One-Stop services and promote specific One-Stop centers, and marketing materials describing individual One-Stop services in more detail. Marketing overall One-Stop services to the general public can either be conducted directly by the state or be adapted by local sites with the state’s assistance.

Examples of Undertaking State-Level Marketing Activities

Example #1—Identifying Full-Fledged One-Stop Centers and Satellite Career Information Centers. To establish a statewide identity so that customers could recognize local One-Stop centers and facilitates, the State of Maryland developed a statewide logo. Local sites display a sign and a small adhesive decal to identify themselves as either a “full-fledged” staffed One-Stop center or a satellite Career Information Center. **State of Maryland**

Example #2—Developing State Marketing Materials to Promote a System-Wide One-Stop Identity. The state of Indiana hired a marketing consultant to develop full-page brochures and press packets for use as a form of “light marketing.” The packets provided information about the concept and philosophy of the new One-Stop system, together with the names and locations of established first year sites. The packets were designed to be used at state conferences or other state-wide events and with large groups of employers. **State of Indiana**

Example #3—Using a Web Site to Introduce Customers to the New One-Stop System. The State of Massachusetts’s MassJobs agency has developed a Web site to provide an overview of the philosophy and goals of the new competitive, customer-driven career center system. The state site also includes linkages to the Web sites maintained by individual One-Stop career centers. **State of Massachusetts**

Strategy 3. Support Local Marketing Efforts

States’ efforts to support local One-Stop marketing efforts are intended to allow local areas the flexibility to meet their individual marketing needs. However, states are often reluctant to leave local One-Stop systems totally on their own to develop marketing materials, media, and messages. State support of various kinds may be intended to (1) ensure the marketing of a consistent One-Stop identity and message throughout the state, (2) provide specific marketing expertise via marketing assistance provided by state staff or outside consultants, and (3) provide funding to help pay for

local marketing efforts. To accomplish these objectives, states can use any of the following approaches:

- *Develop state guidelines, templates, and sample marketing materials.* Tool kits and marketing manuals can give local marketing staff specific suggestions about how to stage such events as center opening celebrations or community open houses. Templates can also guide the preparation of local One-Stop newsletters or brochures oriented to job-seeker or employer customers.
- *Support training of local marketing staff.* States can sponsor or pay for training sessions for local marketing staff. Having local marketing staff participate in state marketing work groups is another way to help local sites develop sound marketing plans in a supportive atmosphere.
- *Encourage local sites to spend One-Stop implementation grant funds on marketing activities.* States can allow or encourage local One-Stop sites to use portions of their implementation grant funds to train marketing staff or develop marketing materials. States can also use implementation grant funds to pay for marketing consultants to help local sites develop specific marketing materials or products.

Examples of Supporting Local Marketing Efforts

Example #1—Training Local Marketing Staff. Minnesota arranged for 33 local staff to be assigned to marketing activities, with a minimum of one “marketer” per Workforce Service Area. To assist local marketers, the state provided desktop publishing software and a state template for use in generating local One-Stop newsletters. A series of state-directed “employer conferences” was also planned to introduce the local marketers to employers. **State of Minnesota**

Example #2—Guiding Local Marketing Efforts with Templates and Technical Assistance. Iowa helped local partners to plan “grand openings” for One-Stop centers by providing an event-planning manual with step-by-step instructions that was tailored to the specific needs of the local sites. The state also encouraged senior state-level staff and political representatives to attend local opening receptions. State marketing staff also helped local

sites develop strategic marketing plans based upon local customer assessments and develop local One-Stop brochures, press releases and other informational materials. **State of Iowa**

Example #3—Providing State Assistance via Regional Policy Boards.

Massachusetts encouraged local regional employment boards to support designated career center operators with marketing efforts to ensure that these efforts were relevant to local needs. Using One-Stop implementation grant funding provided by the state, regional employment boards were expected to help career center operators assess customer needs, develop marketing materials, and network with other local workforce development agencies. Regional employment boards were also assigned the task of helping local career centers attract business from new job seeker and employer customers.

State of Massachusetts

GOAL 2: MARKET THE OVERALL ONE-STOP SYSTEM LOCALLY

The next marketing task is to market locally the overall concept of One-Stop systems to external customers and to other agencies that serve them. To effectively communicate the overall design and vision for their transformed employment and training systems, One-Stop systems can use three strategies: (1) develop a local One-Stop identity and image to differentiate it from the previous system of separate categorical programs (in effect, to establish “name recognition” among the general public and potential center users), (2) disseminate information about the new system throughout the community, and (3) use electronic linkages to market One-Stop services.

One challenge in marketing the One-Stop approach is informing the public about the new system without raising expectations that cannot be realistically satisfied during early phases of implementation. Mirroring the state approach, a form of “light marketing” is often used while emerging One-Stop systems are still in a fluid state of development to avoid triggering workloads that the local systems are not capable of handling.

Strategy 1. Develop the Local One-Stop Image and Identity

One strategy is for local sites to develop a new One-Stop image—complete with logo, name, and slogan—to differentiate a site from past programs and to present a unified image. As discussed above, states often require the use of state logos or names, but local sites can usually adapt the state materials for their own use.

Examples of local efforts to develop a new image include the following:

- “iNET: Indianapolis Network for Employment and Training,” is the name used by all centers in Indianapolis. iNET also publishes periodic fact sheets about the One-Stop system.
- “Employ Baltimore” is the slogan that ties together a number of agency partners in Baltimore, Maryland. The Eastside center in Baltimore also uses the slogan “Doors to Careers: One stop for your employment needs.”

Example of Developing a Local One-Stop Image

Example #1—Repeating the Logo and Slogan in Different Contexts as a Marketing Device. To develop one local image for all partners participating in this One-Stop effort, staff from all the partner agencies have business cards that portray a single identity. The name, *The Workforce Development Center: Where People and Jobs Connect*, is prominently displayed throughout the center as well as on stationery and badges used by all staff. In addition, initial marketing materials include a brochure and video describing the center in the words of key staff from all partner agencies. **Waukesha County Workforce Development Center, Wisconsin**

Strategy 2. Create Community Awareness of the New System

One-Stop centers can market the One-Stop approach by creating an awareness of the approach within the community early in the implementation phase. Conducting early marketing efforts has the added advantages of engaging the public in a dialogue about how to transform the system, creating opportunities for hearing potential customers’ assessments about the previous system, and eliciting positive recommendations that can be built into the system design.

In rural, tightly-knit communities, promoting community awareness can be informal. For example, One-Stop administrators can make presentations to local groups, such as the local Chamber of Commerce or service clubs. Awareness among individual customers in these communities is often created by “word of mouth,” with early customers telling friends and relatives about their positive experiences with the new One-Stop approach.

One-Stop systems in urban and suburban communities with larger populations—particularly those where several One-Stop centers are part of the regional system—may need to use more formal methods to increase community awareness and elicit feedback from potential customers.

One approach is to hold an open house or a grand opening event at a new center. These events allow customers to tour the new center and learn about the resources and services that are available.

Another successful approach is to hold a community forum to introduce the One-Stop system and to hold discussions on the workforce development needs of employers and individuals customers.

Examples of Creating Community Awareness

Example #1—Promoting the One-Stop in a Rural Community. Staff of the Lake Jackson One-Stop center, which is located in a rural community use a wide variety of informal methods—such as public presentations at employer and community groups, displays at the county fair, and job fairs at local shopping malls—to inform the general public about their new workforce development system and to publicize center services. Word of mouth has been an effective marketing tool for this center; customers encourage their friends and relatives to try out the new center. **Lake Jackson, Texas**

Example #2—Conducting Forums to Obtain Community Feedback. In the Lucas and Wood county One-Stop region, the local governing board sponsored a Community Forum to orient employers and the general public

to the One-Stop system. For concepts that were still in the developmental stages, the forum was used to solicit ideas from potential customer groups. Local centers followed the forum with “Employer After Hours” open houses to inform local employers about the new system. And employer lunches were held, featuring “testimonials” given by successful job seekers—many of whom were former welfare recipients—and supportive employers.

Bowling Green, Ohio

Example #3—Indirectly Promoting the One-Stop Center. When the center opened, partner agencies solicited input and ideas for a center flag by writing letters to all area Chambers of Commerce on the center’s letterhead. This mailing generated a number of questions about the center, which was part of the original intent. **Waukesha County, Wisconsin**

Strategy 3. Use Electronic Linkages to Market the One-Stop Approach

One-Stop systems can also market the overall concept of the One-Stop center through electronic linkages—including computer networks, electronic bulletin boards, and Web sites on the Internet.

One approach is to place computers with touch-screen kiosks in high traffic areas, such as shopping malls. These kiosks are intended to promote One-Stop services to a wide range of individuals who may be less likely to visit workforce development agencies, such as middle managers, salaried technicians, and those in other professional positions. Kiosks can also be placed in the lobbies of ES/UI offices, smaller One-Stop centers, and “satellite” centers so that customers can learn about the full range of One-Stop services available.

A second approach is to establish electronic bulletin boards. Typically, centers establish toll-free phone numbers that employer or individual customers can “dial up” to access electronic bulletin boards that provide information about the One-Stop approach to the general public. A related approach is to develop Internet Web sites that not only make customers aware of the One-Stop center, but also help customers link to some types of self-access services.

Examples of Using Electronic Outreach to Market the One-Stop Approach

Example #1—Installing Computers in Satellite Offices to Market

Services. This center installed CareerNet equipment and software in six satellite village centers, which are staffed by community-based organizations. This allowed the center to market its services via electronic linkages to residents in Baltimore's high poverty and minority neighborhoods. **Baltimore, Maryland**

Example #2—Placing Kiosks in Community Locations. In Indiana, kiosks with computers are placed in post-secondary schools, libraries, and other community sites. Users can learn about One-Stop centers and access the state's automated job listings. **State of Indiana**

Example #3—Establishing an Electronic Bulletin Board. Connecticut has established a bulletin board service for job seekers, which is accessible toll-free throughout the state by modem. Via the Internet Web site, job seekers can learn about One-Stop centers and services and use self-access services, get tips on the job search, post their resumes on America's Talent Bank, access information on UI, and review information on labor market trends. **State of Connecticut**

GOAL 3: MARKET SPECIFIC ONE-STOP SERVICES TO JOB SEEKER CUSTOMERS

The One-Stop goal of universal access implies that One-Stop systems need to attract job-seekers with a wider range of educational preparation and work experience than before—such as individuals in middle management and technical positions, career changers, students, recent high school graduates, senior citizens, and displaced homemakers. One-Stop centers need, therefore, develop marketing strategies to let these potential customers know about the new services that are part of their transformed systems.

Strategy 1. Market Services by Providing Customer Orientations

One-Stop centers can market their transformed services through comprehensive orientation sessions for new customers. It is particularly important to acquaint customers about new self-access services and resources. Orientations can vary as follows:

- A one-on-one orientations by reception staff about the services available.
- Scheduled group orientations that provide comprehensive orientations to services and demonstrations of how to use self-access services.
- Orientation sessions at the beginning of workshops to inform customers about the new services.
- Videotapes played in the reception area that present the center's menu of services and how to access the services.

Examples of Marketing Services through Customer Orientations

Example #1—Providing Comprehensive Group Orientations. Customers interested in using center services are asked to attend an initial Information Session that provides an orientation to the center. During this session, customers (1) view a video that provides an overview of the center and its services and examples of how center services address the varying needs of job-seekers, (2) listen to a brief presentation by center staff that highlights key services, (3) go on a guided walk-through tour of the center, (4) review customer service sheets that describe each different service offered at the center, and (5) “sign on” to the computer system to learn how to use the automated job bank and career information software. Nine such sessions are scheduled each week. **Baltimore, Maryland**

Example #2—Orientations Combined with Other Workshops. At preliminary orientation sessions, lasting 20 to 30 minutes each, customers are provided handouts describing center services, a calendar of the month's activities, and maps of the center. Attendees are also told how to access the fax machines, computers, and the telephone bank. After customers have completed the orientation session, they are eligible to attend other workshops and seminars. **New London, Connecticut**

Strategy 2. Market Specific Services Through Written Materials and Advertisements

One-Stop centers can use a range of other marketing devices appropriate for their communities. One approach is to develop brochures and leaflets. Rather than describe specific programs, as was usually done before One-Stop, the brochures can concentrate on the types of services that are available at the centers.

Leaflets and brochures can be distributed in a number of ways. They can be available in the reception areas of One-Stop centers so that customers entering the center can learn about the full range of services. The co-location of programs with high volumes of customers—such as Unemployment Insurance and Employment Services—make this approach particularly effective.

Written materials can also be distributed by related agencies to their customers to inform potential customers about services. Informational materials can also be made available at local events such as job fairs, “Career Expos,” county fairs, and school events.

A second approach is to place advertising in newspapers and on radio and television. Because most centers have limited budgets for marketing, most One-Stop centers rely on public service announcements, although it is also possible to use paid media marketing to promote new One-Stop services.

Examples of Using Written Materials and Advertisements to Market Specific Job-Seeker Services

Example #1—Using a Variety of Written Materials to Market Job Seeker Services.

At this center, the local marketer developed a variety of flyers, brochures, and media releases that describe the center's services.

Blaine, Minnesota

Example #2—Sponsoring Television Events to Attract Job-Seekers.

In collaboration with the capitol city's public television station, the state sponsored a two-hour prime-time "on-the-air job fair," hosted by two popular metropolitan area news reporters. The job fair elicited more than 280 job postings from businesses that resulted in the referral of more than 500 job seekers. Favorable responses by customers and the media prompted future plans for additional fairs. Video resumes, in which job seekers briefly describe their work skills, are aired by another commercial television station.

State of Minnesota

Example #3—Arranging for On-Going Media Coverage. Center staff, recognizing the importance of marketing to inform customers about new services, arranged for advertisements about center services—including "Job Search Seminars" and "Career Assistance"—to run on a weekly basis in a variety of local and regional newspapers. Newsletters and brochures prepared by center partners have described its activities with displaced homemakers and its Title V Older Workers programs. Chambers of Commerce and other civic organizations have also listed One-Stop job-seeker services.

Lake Jackson, Texas

Strategy 3. Link with Affiliated Organizations

Another strategy for marketing One-Stop services to job seekers is to link with agencies that serve similar customers. One approach is to thoroughly inform staff of these agencies about the new services so that they can, in turn, inform their customers. Centers in large urban communities may find it beneficial to market services to staff of community-based organizations, which job seekers are likely to visit for help. One-

Stop systems can also collaborate with staff and instructors from high schools to develop programs for students preparing for the labor market.

One-Stop systems may also find it useful to directly coordinate marketing efforts with related initiatives, such as School-to-Work and Welfare-to-Work.

Examples of Linking with Related Organizations

Example #1—Holding Joint Retreats with Related Agencies. Center staff participated in several retreats and planning sessions with other related agencies, which helped inform everyone about the One-Stop system and its services and involved them in discussions about One-Stop design.

Baltimore, Maryland

Example #2—Marketing Jointly with Other Initiatives. In this state, welfare reform and the school-to-work initiative were developing their own workforce development marketing plans, which paralleled One-Stop efforts to market to job seekers. Recognizing the importance of a coordinated marketing effort, an Interagency Guidance Team on Marketing was formed and a marketing consultant developed a joint marketing plan for all three initiatives. **State of Wisconsin**

Example #3—Coordinating with Human Services Agencies. Local staff coordinated with the Human Service Center partners to publish materials that describe the range of services that are available to Anoka County residents at the center. For example, a monthly calendar of scheduled workshop and resource area activities was distributed to Human Service Center customers. **Blaine, Minnesota**

GOAL 4: MARKET ONE-STOP SERVICES TO AN EXPANDED EMPLOYER BASE

One-Stop centers may find that they need to market their transformed services to employers for two reasons. First, One-Stop centers may be attempting to expand their employer base. The goal of universal access may result in a wider range of job seekers than were previously served, which requires a correspondingly wider range of

employers with job openings. Second, One-Stop centers often have developed a variety of new employer services—such as enhanced labor market information, information about education and training resources, and business management services—about which employers need to be informed.

Strategy 1: Conduct Market Research to Target Marketing Efforts

Many One-Stop centers view “taking the pulse” of employers as an on-going activity that is essential to maintaining employer interest and satisfaction with One-Stop services. Various “market research” tools can be used to learn about employers needs and views of One-Stop services. This information can be used not only to improve services but to subsequently market those improved services to employers. These market research tools include the following:

- *Conducting employer focus groups and feedback sessions.* Similar to the ES Employer Advisory Councils, One-Stop centers can have groups of employers participate in focus groups to help One-Stop centers learn about what employers need, develop responsive services, and then market those services to employers.
- *Conducting employer surveys and needs assessments.* To target their marketing more efficiently, One-Stop centers can conduct surveys to learn about which employers use their services and why other employers do not.

Examples of Conducting Market Research to Target Marketing Efforts

Example #1—Conducting a Local Employer Survey to Shape Marketing Plans.

A county-wide independent employer survey was commissioned by the board of the private industry council to determine employer perceptions of the relevance of the current workforce development system to their

current needs. The results indicated that large segments of the employer community had unfavorable perceptions of the employment and training system. The PIC board used the survey to develop new employment and training policies and hired a marketer to develop an aggressive campaign to market the transformed One-Stop system. **Indianapolis, Indiana**

Example #2—Conducting a State Employer Survey. This state surveyed 200 businesses to identify employer requirements and attitudes about the public workforce development system. Using this information, the state developed a marketing campaign, including a 25-page brochure highlighting their career centers and the transformed workforce development system.

State of Massachusetts

Strategy 2: Develop Promotional Materials and Events for Employers

One-Stop centers can develop marketing materials and events targeted explicitly to employers. Several One-Stop centers find it effective to highlight the extent that services can be tailored to an employer's individual needs. These centers have found that employers value individualized skills assessments, job referrals tailored to employers' specific hiring needs, enhanced market information, and the ability to work with a single account executive.

To market these new services to employers, center can (1) develop *informational materials*, such as informational videos and brochures describing specific employer service and (2) conduct *employer events*, such as open houses and job fairs designed to extend their outreach to new (as well as current) employers.

Examples of Developing Promotional Materials and Events

Example #1—Holding Employer Events to Market Services. This center developed a variety of employer marketing methods. It held a Town Hall meeting, co-sponsored with the Chamber of Commerce, at which information about employer services was presented. It also conducted employer lunches at which it profiled employers who had used the new system and who support it. **Bowling Green, Ohio**

Example #2—Preparing an Extensive Brochure. Using a more traditional method to market to employers, this center invested in a professionally-designed color brochure that describes its services to businesses. **Arlington, Texas**

Example #3—Developing State-Wide Marketing Materials. This state developed a variety of marketing materials for employers, including promotional videos and a monthly publication directed to employers. The state's marketing efforts emphasize the ability of the One-Stop system to avoid duplication of effort and save time through the use of a single integrated applicant pool. **State of Minnesota**

Strategy 3: Link With Other Employer-Related Organizations

Another way that One-Stop centers can market to a broader range of employers is to link with other employer-related organizations. This strategy can increase the visibility and credibility of the One-Stop system within the employer community and may provide opportunities to develop joint marketing efforts with these other groups.

Examples of employer-related organizations and initiatives with which One-Stop centers can link include the following:

- *Economic development agencies.* Often One-Stop systems can develop partnerships with economic development partners at both the state and local levels to reach more employers and provide a wider range of services.
- *School-to-Work and Welfare-to-Work initiatives.* Both of these initiatives need to market their services and their job seekers to employers. One-Stop systems may benefit from developing joint marketing plans with these initiatives.
- *Business organizations,* such as local Chambers of Commerce and business units of community colleges. Linkages with these organizations, which often have strong reputations in the employer community, can increase the credibility of One-Stop systems.

Examples of Linking With Private Sector Organizations

Example #1—Linking with Economic Development Agencies. The Business Services Units of the Department of Economic and Community Development are active partners in marketing One-Stop business services in this state. **State of Connecticut**

Example #2—Coordinating Marketing with Other Initiatives. Numerous statewide workforce development-related initiatives—such as school-to-work—needed to market to employers to develop jobs. To avoid duplicating marketing efforts, an Interagency Guidance Team on Marketing was formed and a marketing consultant hired to develop a marketing plan for the workforce development system as a whole. **State of Wisconsin**

Example #3—Using Contacts with Employers to Inform Them about One-Stop Services. Because of the state's increased emphasis on services to employers, the One-Stop marketer attends employer group meetings, such as those offered by the Chambers of Commerce, and puts employers in contact with appropriate One-Stop account representatives. Further, UI tax auditors are performing new marketing tasks. Because they come into contact with many employers in the course of insurance audits, they now are encouraged to educate employers about the range of workforce services available at One-Stop centers. **Blaine, Minnesota**

RESOURCES

EXAMPLES OF DEVELOPING STATEWIDE AND LOCAL GUIDELINES FOR MARKETING

Attachment 7-A. Statewide Marketing Materials, Connecticut (1996)

Attachment 7-B. One-Stop System Marketing Plan, Ohio

Attachment 7-C. Local Marketing Plan, The Workforce Development Center in Waukesha County, Wisconsin

Attachment 7-D. One-Stop Logo Specification Sheet, State of Texas

EXAMPLES OF DESIGNING STATEWIDE MARKETING MATERIALS

Attachment 7-E. Sample Page from General State One-Stop Marketing Brochure: “Connecticut Works: Our Business is Jobs”

Attachment 7-F. Sample from Early Marketing Brochure for the State of Ohio: “One-Stop Career Center System: Bringing Jobs and Training to You”

EXAMPLES OF DESIGNING LOCAL MARKETING MATERIALS

Attachment 7-G. Sample Pages from Baltimore Marketing Brochures Targeted to Employers: “Employ Baltimore” and “May the Workforce Be With You”

Attachment 7-H. Sample Page from Local Marketing Brochure: “Welcome: Minnesota Workforce Center, Blaine, Minnesota”

This brochure has a number of different flaps that open with descriptions of different types of services available from the center. We have reproduced the page on “Finding a Job” as a sample.

Attachment 7-I. Sample Page from “The City of Saint Paul Workforce Center: Working Together...Building Saint Paul’s Workforce”

This local brochure has different “tabs” with information on different services available from the center. We have reproduced the page on “Finding Your Job” as a sample.

**Attachment 7-J. General Local Center Marketing Brochure
for Waukesha County (Wisconsin) Workforce Development
Center: “What is the Workforce Development Center?”**

This brochure is balanced for use with both employer and job-seeker customers.

**Attachment 7-K. A Local Marketing Brochure Oriented to
Job-Seekers: “The Des Moines Workforce Development
Resource Center: A Place to Invest in Your Future”**